

# **Office of Enterprise Architecture Management**

## **Functional Statement**

### **Associate Deputy Assistant Secretary for Enterprise Architecture Management**

The Associate Deputy Assistant Secretary for Enterprise Architecture Management, (ADAS/EAM), is VA's Chief Architect. The Chief Architect is the principal advisor to the CTO, the DAS/IT, and the AS/IT on VA's enterprise architecture (EA), and oversees and manages the development, design, and implementation of the IT standards, and strategic planning policy of the Department's EA activities as required by the Clinger-Cohen Act. The Office of the ADAS/EAM defines and implements policy, procedures, and guidelines to ensure efficient and cost-effective EA management and planning in support of VA's mission and objectives. The Office is responsible for ensuring the EA architecture alignment and integration between IT and business processes, and for ensuring adequate funding is available to support the continued evolution of the EA.

The Office of the ADAS/EAM is responsible for leading the development of the EA work products and support environment. The Office serves as the technology and business leader for the development organization, ensuring the integrity of the architectural development processes and the content of the EA products. The Office is responsible for ensuring that business unit processes are emphasized in the EA. Likewise, the Office is responsible for ensuring that the EA provides the best possible information and guidance to information technology projects and stakeholders, and that systems development efforts are properly aligned with business unit requirements.

The Office serves as the program manager for the VA EA and as such has management responsibility with authority and accountability for the overall architecture. The Office is responsible for repository management; modeling data; technical standards; business alignment; gap analysis; and configuration, change, and oversight management as it pertains to VA's EA. The Office is responsible for planning, staffing, and the ultimate success of the program, including acquisition of sustaining funding, negotiating schedules, timely and accurate delivery of EA products and assessments and the establishment of a supporting environment to insure the proper application of these assets. The ADAS/EAM participates on the VA Enterprise Information Board.

The Office serves as an IT point of contact with the Inspector General, (IG), and the General Accounting Office, (GAO), for studies, audits, and reports concerning areas of responsibility. It also coordinates Department-wide responses to GAO and IG report recommendations and monitors implementation of corrective actions as they pertain to areas of responsibility. The Office also provides expert consultant services to VA components and senior officials, ensuring adherence to legislative requirements and meeting the IT needs of the Department. In addition, the Office participates on behalf of the Department in external working groups and partnerships with other federal agencies and private industry to promote sharing above and beyond corporate boundaries. The mission is accomplished through the following functional areas:

## **Enterprise Architecture Service**

The Enterprise Architecture Service is responsible for the management and execution of all aspects of the One VA Enterprise Architecture program. A primary product of this program is the development and maintenance of the One-VA Enterprise Architecture through a continuous improvement process. The One-VA EA is the primary authoritative resource within the Department of Veterans Affairs for enterprise IT throughout the entire life cycle of planning, programming, budgeting, development, integration, test/certification, deployment, and in-service support. The central theme established within VA for this program is Veteran customer centric service delivery. By using a business-focused, top-down approach along with this theme in the development of the One-VA EA, the Enterprise Architecture Service provides a key mechanism for optimizing the program/business value and mission performance of the Department's systems and aligning them with Veteran customer centric service delivery.

The specific responsibilities include:

- a. Maintenance of the One-VA Enterprise Architecture Strategy, Governance and Implementation document, which sets the foundation for the Enterprise Architecture program within VA;
- b. Development, maintenance and execution of the One-VA Enterprise Architecture Program Management Plan (PMP) defining specifically how EA is implemented across the Department as a continuous improvement process and defining the integration of Enterprise Architecture with other key Department processes including the Capital Planning process, Budgeting, and the Project Management Oversight process, as well as the integration of Enterprise Architecture into the day-to-day execution of IT projects;
- c. Establishing and sustaining the One-VA Enterprise Architecture Council (EAC) with both business line and information technology representation from each administration and from major staff offices. The EAC is the primary forum for the actual development and maintenance of the One-VA Enterprise Architecture;
- d. Identification of the target architecture for key infrastructure services required to support the One-VA Enterprise Architecture to include but not be limited to Telecommunications, Cyber Security and computing infrastructure (Corporate Data Centers and Regional Processing Centers);
- e. Identification, through the EAC efforts, of opportunities for functional integration and consolidation of processes and data across multiple business lines focused on the central theme of Veteran customer centered (in lieu of business line centered) service delivery;

- f. Establishment, through the EAC efforts, of functional definitions (allocated functional baselines) for target IT systems to implement the transformational change to Veteran customer centered service delivery;
- g. Establishment, in conjunction with Project Management Offices executing IT projects across the department, of an integrated logical and physical architecture at the enterprise level identifying integration points necessary to support the cross functional and cross business line integration required by the central theme of Veteran customer centered service delivery;
- h. Development of a sequencing plan to capture the interdependencies between executing projects across the Department wide IT portfolio and to establish the temporal dependencies that must be satisfied to maintain those projects within their formally approved schedule, cost and performance baselines;
- i. Development and maintenance of a One-VA Standards Profile and Technical Reference model as an integral part of the One-VA Enterprise Architecture to identify key technology and physical architecture directions adopted by the Department and to be used by executing IT projects in order to ensure appropriate levels of integration, interoperability and efficient utilization of IT resources;
- j. Proactively ensuring compliance with the One-VA Enterprise Architecture by all executing IT projects across the Department and recommending to the formal Project Decision Authority within the Project Management Oversight structure the redirection, suspension or termination of projects not in compliance with the One-VA Enterprise Architecture;
- k. Development and maintenance of a repository for the architectural artifacts necessary to fully describe the One-VA Enterprise Architecture as it evolves and to support the needs of IT projects executing in compliance with the One-VA Enterprise Architecture throughout their life cycle; and,
- l. Establishment of a Configuration Management process to ensure controlled management of the evolving One-VA Enterprise Architecture baseline throughout the continuous improvement process.

### **Information Management Service**

A fundamental requirement in achieving the central One-VA Enterprise Architecture theme of Veteran customer centered service delivery is process and data integration across all business lines in the Department. The Information Management Service is responsible for working in conjunction with the Enterprise Architecture Service in the development of the One-VA Enterprise Architecture and leading the process re-engineering and data integration efforts essential for the overall success of the One-VA Enterprise Architecture.

Specific responsibilities include:

- a. Identification, through the EAC efforts, of opportunities for functional integration and consolidation of processes and data across multiple business lines focused on the central theme of Veteran customer centered (in lieu of business line centered) service delivery;
- b. Leading business process re-engineering efforts in conjunction with business line staff to evolve business line centric processes into Veteran customer centric process;
- c. Development and maintenance of a Conceptual Information Model (CIM) as a semantic model in terms meaningful to the business lines to represent the integrated data environment central to the success of the One-VA Enterprise. Integration of the evolving CIM into the One-VA Enterprise Architecture;
- d. Development and maintenance of traditional entity-relationship models for corporate information within the integrated data environment of the One-VA Enterprise Architecture;
- e. Development and maintenance of the data portions of the One-VA Enterprise Architecture repository to serve as the authoritative source for all data related architectural artifacts ranging from the semantic model of the CIM to the more traditional entity-relationship models for corporate data;
- f. Establishment and operation of Configuration Management processes to permit the registration of new data elements within the integrated data environment of the evolving One-VA Enterprise Architecture;
- g. In conjunction with IT Project Management Offices for executing IT projects, identify requirements for expansion of the corporate data within the One-VA Enterprise Architecture and ensure deconfliction of corporate data across all business lines;
- h. In conjunction with IT Project Management Offices for executing projects, formulate the distributed data management approach to resolve concurrent access issues associated with corporate data used by multiple business lines and associated IT systems across the One-VA Enterprise Architecture;
- i. In conjunction with IT Project Management Offices for executing projects, assess telecommunications capacity requirements associated with new deliveries of IT systems, particularly as it relates to the distributed data management approach chosen for implementation of concurrency management, and work with the telecommunications Project Management organizations to ensure appropriate capacity planning to meet future requirements;

- j. Proactively ensure compliance with the One-VA Enterprise Architecture in the specific areas of process and data integration by all executing IT projects across the Department and support recommendations by the Chief Architect to the formal Project Decision Authority for the redirection, suspension or termination of projects not in compliance with the One-VA Enterprise Architecture; and
- k. Development and maintenance of the data related elements of the One-VA Standards Profile and Technical Reference model as an integral part of the One-VA Enterprise Architecture.

## **Records Management Service**

The Records Management Service both administers and develops and recommends Department-wide policies for the following traditional paperwork management programs: delegations of authority; form and form letter management; clearance of information collections; micro-graphics, records, vital records, mail, correspondence, and reports management. The service is responsible for VA compliance with the Government Paperwork Elimination Act. The office also administers the Freedom of Information Act (FOIA) program, the Release of Names and Addresses (RONA) program, and the computer-matching program. Also, the Office serves as VA's OMB Forms Clearance Officer; Publications Control Officer; Government Information Locator Service (GILS) program Liaison Officer; the American Technology Preeminence Act (ATPA) of 1991 Scientific, Technology and Engineering Officer; the Secretary for VA's Data Integrity Board (DIB); and the Department's liaison with the Office of the Federal Register on matters pertaining to the distribution of agency copies of the Code of Federal Regulations.

These responsibilities include:

- a. Providing oversight for all activities outlined in the section of OMB Circular A-130, concerning federal agency responsibilities for maintaining records about individuals. Responding to FOIA requests that involve multiple components. Coordinating and preparing the Department's Annual FOIA Report to the Department of Justice, and the Computer Matching Activities Report to OMB. Providing administrative support for the DIB and promulgates data security and confidentiality standards, policies and guidance.
- b. Managing and maintaining the VA Electronic Reading Room in compliance with the electronic FOIA amendments.
- c. Coordinating and preparing reports for the Department's Information Collection Budget and VA's submission of the U.S. Government Manual.
- d. Coordinating the release of names and addresses of veterans to qualified requestors. Coordinating production lists with VBA.

- e. Serving as the Department's central coordination point with OMB and the Office of Federal Register for clearance of public use forms and reports. Reviewing notices for conformance with the PA. Reviewing and clearing all public use forms and reports that fall under the scope of Title 5, CFR, Part 1320 (Paperwork Reduction Act of 1980). Preparing, monitoring, and managing the VA's Information Collection Budget, and coordinating responses to requests for information from OMB concerning clearance of public use forms and reports. Managing and controls for record purposes, history files on VA directives.
- f. Administering the Department's Delegations of Authority Program, ensuring that delegations of authority are legal, practical and assigned to an appropriate level. Maintaining the Department's inventory of all delegations of authority from the Secretary to Administration Heads, Assistant Secretaries, and other key VA officials.
- g. G. Monitoring the development of applications with respect to information requests and dissemination of information.
- h. Reviewing Directives for compliance with prescribed VA directives formatting requirements, and recommending for compliance certification, VA policies and procedures developed by VA program offices.

### **Information Technology Engineering Quality Service**

The Information Technology Engineering Quality Service (ITEQS) serves as the quality control organization for information technology engineering issues across the VA. The EQS will ensure newly developed IT systems meet Enterprise Architecture technical standards as reflected in the Technical Reference Model and industry best practices, as well as serve as the focal point for engineering issues as related to the Enterprise Architecture. EQS will establish technical standard definitions, conduct independent verification and validation (IV&V) for technical design and development projects, hold periodic technical reviews, execute independent testing and evaluation of new systems, manage all aspects of the 508 program, and perform new technology assessment.

ITEQS will develop the necessary technical references and standard operating procedures for executing the noted functions to ensure that the technical elements of the Enterprise Architecture are comprehensive, understandable and properly executed. Significant outcomes from these efforts will be a technical architecture across VA that is in accordance with a well defined Technical Reference Model, systems that are consistently able to access a VA-wide data layer, enhanced system use of service oriented architecture (SOA) capabilities, robust IV&V and technical review processes that will identify design deficiencies early in the design cycle, fully independent testing (including 508) that will ensure technical systems are usable and comply with the overall Enterprise Architecture,

and a process for evaluating new technical products for an orderly inclusion in the Enterprise Architecture. Enhanced service to veterans and their families will result, as well as significant decreases in overall costs.

The specific responsibilities include:

- a) Develop the Technical Reference Model (TRM) as an integral portion of the overall Enterprise Architecture. The TRM will include enterprise level technical standards that can be used for Configuration Management by the 3 VA agencies (VHA, VBA, NCA) and VACO departments when designing systems or refreshing technology.
- b) Stand-up and manage the VA's Technical Review Board (TRB) to ensure IT system technical parameters are consistent with the Enterprise Architecture. Conduct TRB reviews at specified points in the system development life cycle and, as necessary, review the engineering components of existing systems. Actual system design and development functions will not be performed by ITEQS but will be performed by individual IT projects.
- c) Conduct independent verification and validation of the technical aspects of the Architecture on identified IT systems; imbed ITEQC team members on project staffs early in the development life cycle to most effectively accomplish this task.
- d) Conduct independent testing of select IT systems to include test planning, test script development, and actual testing.
- e) Plan and execute all elements of the VA 508 program including product and system testing, evaluation and certification.
- f) Perform technical assessment of new technologies to determine potential use in VA and inclusion in the TRM.
- g) Develop policies, standard operating procedures and manuals to support the above functions.